MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2016/2017

DOB5018 – ORGANISATIONAL BEHAVIOUR

(All sections / Groups)

17 OCTOBER 2016
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TEN** (10) pages with 4 sections.
2. Answers for Section **A** and **B** should be shaded on the OMR sheet provided.
3. For Section **C** and **D**: Please write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1 mark).

Answers for this section should be shaded on the OMR form.

1. The ability to understand, communicate with, motivate, and support other people, both individually and in groups, may be defined as _____.

   A. human skills
   B. technical skills
   C. conceptual skills
   D. cognitive skills

2. Which of the following **BEST** defines organisational behaviour?

   A. It is a field which is not influenced by factors in the external world.
   B. It involves the study of what people do in a company and how it affects the company's output.
   C. It involves analyzing different people in an industry with independent profit-centered motives.
   D. It involves the study of groups of people coming together for collective bargaining.

3. Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence, all constitute aspects of _____ study.

   A. organisational
   B. intuitive
   C. theoretical
   D. systematic

4. Which academic discipline is sometimes described as the 'science of the mind'?

   A. Sociology.
   B. Anthropology.
   C. Political Science.
   D. Psychology.

5. The statement, "A person who eats meat and then fights for animal rights demonstrates double standards" is an evaluative statement. Such an opinion constitutes the _____ component of an attitude.

   A. cognitive
   B. affective
   C. reflective
   D. behavioural

Continued...

6. Leon Festinger argued that _____ follow(s) _____.

A. behaviour; attitudes
B. emotions; attitude
C. attitudes; behaviour
D. thought processes; moods

7. Which of the following is **MOST** likely to be related to reduced absences and lower resignation rates?

A. High job involvement.
B. High cognitive dissonance.
C. Low psychological empowerment.
D. Low organisational commitment.

8. High levels of both job involvement and psychological empowerment are positively related to _____.

A. positivity offset
B. organisational citizenship
C. emotional contagion
D. cognitive dissonance

9. Siew Lee has gone for an interview at an advertising firm in Kuala Lumpur and has been asked to complete a self-report survey to help interviewers understand if she is the right candidate for the job. From the interview, they have found that she is extroverted, empathic, reliable, and cooperative in nature, which are key characteristics needed for the job. These characteristics about Siew Lee indicate her _____.

A. talent
B. skill
C. knowledge
D. personality

10. What does the Myers-Briggs Type Indicator classification of "E or I" stand for?

A. Enthusiastic/ingenious.
B. Emotional/impulsive.
C. Extraverted/introverted.
D. Emotive/illustrative.

Continued...

11. Which of the following dimensions of the Big Five model indicates a person's ability to withstand stress?

A. Emotional stability.
B. Extraversion.
C. Openness to experience.
D. Agreeableness.

12. _____ refers to the tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration, and have a sense of entitlement.

A. Psychopathy
B. Machiavellianism
C. Sarcasm
D. Narcissism

13. Which of the following statements is **TRUE** regarding perception?

A. Perception of reality is independent of one's personality.
B. Our perception of reality can be different from the objective reality.
C. Our perception of reality is independent of our past experiences.
D. We form a perception of a target by looking at it in isolation.

14. _____ explains the ways in which we judge people differently, depending on the meaning we assign to a given behaviour.

A. Attribution theory
B. Equity theory
C. Object relations theory
D. Attachment theory

15. Which of the following is an example of internally caused behaviour?

A. An employee was late for a team meeting because of a heavy downpour.
B. An employee was fired from work because he violated a company policy.
C. An employee could not attend an interview because of a delayed flight.
D. An employee could not come to work because he met with an accident.

16. You are **MORE** likely to notice a car like your own due to _____.

A. stereotyping
B. self-serving bias
C. halo effect
D. selective perception

Continued...

17. The _____ theory is also called motivation-hygiene theory.

A. hierarchy of needs
B. goal-setting
C. self-determination
D. two-factor

18. McClelland's theory is based on which of the following needs?

A. Stability, growth, and security.
B. Achievement, power, and affiliation.
C. Self-actualization, stability, and safety.
D. Hygiene, control, and security.

19. According to goal-setting theory, goals are **MORE** likely to have a stronger impact on performance when _____.

A. goals have long time frames for completion
B. tasks are complex rather than simple
C. tasks are independent rather than interdependent
D. goals are easy rather than difficult

20. The periodic shifting of an employee from one task to another with similar skill requirements at the same organisational level is defined as _____.

A. job enlargement
B. job analysis
C. job rotation
D. job sharing

21. Which of the following represents the second stage in the five-stage group development model?

A. Adjourning.
B. Performing.
C. Storming.
D. Forming.

22. Role perception is defined as _____.

A. the way others believe we should act in a given context
B. our view of how we are supposed to act in a given situation
C. the existence of roles that are at variance with one another
D. the socially defined position or rank given to group members by others

Continued...

23. Which of the following is an example of performance norms?

A. Dress codes.
B. Rules in informal groups.
C. Assignment of difficult jobs, pay, and equipment.
D. The manner in which a job must be done.

24. Shafiq needs an instruction manual developed for his new product. This is the last step of the project and he has severe budget constraints. He needs a small team of technical writers to work together closely to write the manual on fairly short notice. He needs them to communicate ideas quickly, creatively, and affordably. Which of the following group techniques should Shafiq consider?

A. Interacting and brainstorming.
B. Brainstorming.
C. Brainstorming and electronic.
D. Electronic and interacting.

25. Which of the following statements is **TRUE** regarding a work team?

A. Work teams are rarely used in organisations today.
B. Work teams are generally less flexible than traditional departments.
C. Work teams generate positive synergy through coordinated effort.
D. Work teams involve members of random and varied skill sets.

26. SukaAir, a low-cost airline, has created a team made up of employees from production, planning, quality control, tooling, design engineering, and information systems to automate the company's C-17 program. This team is **MOST** likely to be an example of a _____ team.

A. command
B. cross-functional
C. self-managed work
D. problem-solving

27. Which of the following reward systems is likely to reinforce team effort and commitment?

A. Job sharing.
B. Gainsharing.
C. Skill-based pay.
D. Merit-based pay.

Continued...

28. Which of the following terms describes the degree to which members of a work unit share a common demographic attribute, such as age, gender, race, educational level, or length of service?

A. Social conformity.
B. Organisational value.
C. Organisational demography.
D. Diversity.

29. Which of the following is a differentiating factor between power and leadership?

A. Control.
B. Influence.
C. Ability.
D. Goal compatibility.

30. _____ power is based on the fear of the negative results from failing to comply.

A. Legitimate
B. Coercive
C. Punitive
D. Referent

[TOTAL 30 MARKS]

Continued...

SECTION B: TRUE/FALSE QUESTIONS (each question consists of 1 mark).

Answers for this section should be shaded on the OMR form.

Mark "A" for the TRUE statement and "B" for the FALSE statement.

31. Evidence-based management complements systematic study by basing managerial decisions on the best available scientific evidence.

32. The three components of an attitude are cognition, affect, and behaviour.

33. A drawback of self-report surveys is the level of accuracy.

34. The tendency to draw a general impression about an individual on the basis of a single characteristic is known as the contrast effect.

35. Under Theory Y, managers believe that employees inherently dislike work and must therefore be directed or even coerced into performing it.

36. Jobs with high autonomy give workers a feeling of personal responsibility for the results.

37. A company's dress code policy comes under the performance norms.

38. The goal of a work group is to share information.

39. One disadvantage of oral communication is the lack of a built-in feedback mechanism.

40. Charismatic leadership places somewhat more emphasis on the way leaders communicate (are they passionate and dynamic?), while transformational leadership focuses more on what they are communicating (is it a compelling vision?).

41. Expert power is based on identification with a person who has desirable resources or personal traits.

42. Conflict is uniformly good or bad.

43. Cross-cultural negotiations have no issues of trust.

44. Change is not as inevitable for companies as it is for individuals.

45. Employees are more accepting of changes when they are committed to the organisation as a whole.

[TOTAL 15 MARKS]

Continued...

SECTION C: FILL IN THE BLANK QUESTIONS (each answer carries of 1 mark).

Answers for this section should be written on the answer booklet provided.

manipulation	task	Reward	social arrangement	Collaborating
observer-ratings surveys	cognitive dissonance	Intuition	chain	diagnosis
directive	autonomy	low on consistency	Role conflict	intensity

46. _____ refers to a gut feeling not necessarily supported by research.

47. Any incompatibility between two or more attitudes or between behaviour and attitudes results in _____.

48. In _____, a co-worker or another observer does an independent assessment of personality, with or without the subject's knowledge.

49. Surya is never late for work, but last Monday he arrived an hour late because of heavy traffic. According to the attribution theory, Surya's behaviour on that day scores _____.

50. The _____ element of motivation describes how hard a person tries.

51. One of the methods of job enrichment is to expand jobs vertically. This method involves modifying the _____ dimension of the job.

52. The _____ norms dictate behaviour such as with whom group members eat lunch and friendships on and off the job.

53. _____ illustrates a process loss from using teams.

54. The _____ network is a type of formal small-group network that rigidly follows the formal and hierarchical levels of command.

55. According to the situational leadership theory, if employees are unwilling and unable, the appropriate leadership style in this situation would be _____.

56. _____ power represents the compliance that is achieved based on the ability to distribute positive benefits that others view as valuable.

57. Conflict that relates to the content and goals of work is called _____ conflict.

Continued...

58. _____ is a conflict-handling technique in which the parties in a conflict each desire to satisfy fully the concerns of all parties.

59. Using covert influence to overcome resistance to change is called _____.

60. The step in the action research process where information is gathered about problems, concerns, and needed changes is known as the _____ stage.

[TOTAL 15 MARKS]

SECTION D: STRUCTURED QUESTIONS

Answer ALL questions. Answers should be written on the answer booklet provided.

QUESTION 1

a. Maslow (1943) stated that people are motivated to achieve certain needs. When one need is fulfilled a person seeks to fulfill the next one, and so on. This often depicted as hierarchical levels within a pyramid.

i. Draw a pyramid diagram to represent Maslow's hierarchy of needs. (5 marks)

ii. Explain all the **five (5)** motivational needs. (5 marks)

QUESTION 2

a. With the help of illustrations, describe the communication process. (7 marks)

b. Provide at least **six (6)** barriers to effective communication. (3 marks)

QUESTION 3

a. The HR department at Eastern Digital, a software development firm, has begun testing employee personality and preferences to reorganize their teams such that team members and leaders are matched. They believe that this will enable them to ensure smooth functioning and greater cohesion. As a part of this test, employees were given the least preferred co-worker (LPC) questionnaire. The employees were asked to think of all the co-workers they had in the past and describe the one they least enjoyed working with by rating that person on a scale of 1 to 8 for each of 16 sets of contrasting adjectives. Rani's LPC score was high, while Vijay's was low. Many employees like Ashley had LPC scores that were moderate. Interpret and compare the results of Rani, Vijay, and Ashley. (5 marks)

Continued...

b. Identify and explain the **two (2)** dimensions of leadership described in the Ohio State Studies. (5 marks)

QUESTION 4

a. i. Define the term 'conflict'. (2 marks)

ii. List the **three (3)** categories of conflict. (3 marks)

b. You are working as a Consumer Loan Executive in ABC Bank for the past 10 years. Upon discussing with a friend who is working in another bank, you found out that you are under paid by your employer. You are planning to negotiate higher salary to your employer. List the **five (5)** steps involve in the negotiation process. (5 marks)

[TOTAL 40 MARKS]

End of Page.